


# OVERVIEW



## **State of Wyoming Performance Management Process Purpose Statement**

*The purpose of the State of Wyoming performance management process is to foster a culture of communication at all levels of an agency, including directors, administrators, supervisors and employees. This process shall be utilized to collaboratively develop and set standards that align with State and agency missions, as well as develop, enhance and evaluate employee performance. In turn, this evaluation will act as a basis to recognize employees for exceptional performance. The process will serve as a reporting tool to inform the governor, legislature and agency management of the overall performance of State employees.*

10/19/11

This overview is presented as a reflection of the cycle of performance management developed during the Performance Management Initiative (PMI):

- Planning
- Coaching
- Review

Agency heads will be expected to take ownership of this new Performance Management method to ensure supervisors comply in performing timely reviews and that employees are set up to successfully meet those goals and communicated during the Performance Management process.

To encourage ownership by both supervisors and employees, the subjective term "performance appraisal" will be eliminated and the new, empowering term, "Performance Management" will apply to the new system.

The Performance Management method is being developed with an eye to reducing the subjective element of performance review as much as possible. The objective is to measure performance across the state workforce in as consistent a manner as possible.

## **PLANNING**

The new Performance Management method will include five core competencies for all employees with two additional core competencies for supervisory/management employees.

The Definition of Behavioral Competency adopted by the State of Wyoming for Performance Management reads:



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**"COMPETENCIES ARE BEHAVIORS OBTAINED THROUGH FORMAL OR NON-FORMAL EDUCATION, WORK EXPERIENCE, OR OTHER MEANS. COMPETENCIES ARE DESCRIBED IN OBSERVABLE AND MEASURABLE TERMS THAT ARE NECESSARY IN ORDER TO PERFORM A PARTICULAR TYPE OR LEVEL OF WORK ACTIVITY. COMPETENCIES ARE BEHAVIORAL CHARACTERISTICS, DEFINING QUALITIES EACH EMPLOYEE NEEDS NOT ONLY TO BE SUCCESSFUL AT THEIR JOB, BUT TO EXCEL IN CARRYING OUT THE MISSION OF THE ORGANIZATION."**

These competencies are:

- Communication
- Customer Service
- Team Player
- Judgment & Decision Making
- Personal Effectiveness
- Leadership *(supervisor/manager only)*
- Developing Others *(supervisor/manager only)*

The new method also features a rating scale of five levels. These levels are:

- Unsatisfactory
- Improvement Needed/Growth Necessary
- Competent
- Commendable
- Superior

## CORE COMPETENCIES – All Employees

### COMMUNICATION

*Delivers clear, timely, effective transmission of information and takes responsibility for understanding others. Uses skill in presenting information, analysis, ideas and positions in a clear, concise, accurate, and convincing manner, as it is appropriate with the audience. Recognizing the individual's role as a representative of the State of Wyoming and not presenting personal views.*

### CUSTOMER SERVICE

*Customer service is a commitment to continuous improvement of services working with customers in a consistent, appropriate, and timely manner. Builds and maintains customer satisfaction with the services offered by the organization.*

### TEAM PLAYER

*Works with and helps others to accomplish goals and deliverables through willing participation, cooperation, motivation, encouragement, collaborative effort, and commitment. Acknowledges and celebrates and achievements of others as well as involves everyone (i.e., own work units, sections, divisions, department as well as others) and recognizes individual's role and limitations. Ensures joint ownership of goal setting, commitments, and accomplishments.*

### JUDGMENT & DECISION MAKING

*Makes timely, informed determinations, resolutions, or conclusions that take into account the facts, goals, constraints, risks, mission, and vision of the State of Wyoming. Obtains information and identifies key issues and implications while balancing analysis, wisdom, experience, and perspective as well as alternative solutions. Distinguishes between relevant and irrelevant information and consults others, when appropriate.*

### PERSONAL EFFECTIVENESS

*Earns others' trust and respect through consistent honesty and professionalism in all interactions. Displays and promotes high standards of ethical conduct and behaviors consistent with the State of Wyoming. Keeps promises and commitments made to others. Avoids situations and actions considered inappropriate or which represent a conflict of interest. Adjust timelines, results, and expectations appropriately to changing needs. Focuses on results and desired outcomes and how best to achieve them. Overcomes obstacles to achieve results.*

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## **CORE COMPETENCIES – Supervisors/Managers Only**

### **LEADERSHIP**

*Develops and uses effective strategies, change management, and interpersonal skills to influence and promote others toward the accomplishment of identified objectives, as well as organization mission and goals. Holds self and others accountable for achieving established performance expectations. Manages and resolves conflicts and disagreements in a constructive manner. Deals effectively with pressure; remains optimistic and persistent, even under adversity. Effectively manages people, technology, legal and other resources to achieve outcomes.*

### **DEVELOPING OTHERS**

*To create, produce, and implement strategies that optimize individual performance within the organization. Creates the foundation and ability of others to perform, grow, contribute, and succeed in the organization by providing ongoing feedback, encouragement, as well as providing opportunities to learn through formal and informal methods. Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems.*

## **COACHING**

Supervisors and managers will have the opportunity to clearly communicate their agency mission/vision statements and the employee's role in achieving the agency mission.

Employee core job functions will be clearly defined and may also be linked to agency mission/vision statements.

Supervisors will be responsible for clearly communicating goals and related to each core job function.

Employees will be accountable for meeting the goals associated with their core job functions.

Communication will be encouraged and employees will be enabled to take initiative in setting personal development goals.

The successful coaching process will set employees up for success.

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## REVIEW

The new Performance Management method will allow meaningful reporting to reflect the positive contributions of state employees in the successful performance of their agencies and programs. Statistical information related to employee ratings may be made available to:

- Agency Heads
- The Governor
- The Legislature

Emphasis can be placed during the review process on recognizing the employee's contribution to the success of their agency and communicating to the employee their value to their agency as well as the State of Wyoming.

### RATING SCALE

#### UNSATISFACTORY

- *Employee is not making contributions expected of an employee in this role*
- *Employee may not be appropriately placed in the job or the agency*
- *Immediate improvement is required*

#### IMPROVEMENT NEEDED/GROWTH NECESSARY

- *Employee is inconsistent in performance*
- *Employee sometimes meets expectations and requirements*
- *Continual improvement is required to fully meet expectations*

#### COMPETENT

- *Employee is making meaningful and valuable contributions*
- *Employee has shown consistent and continual performance throughout the review period*

#### COMMENDABLE

- *Employee is making significant contributions and often exceeds requirements and expectations*
- *Employee demonstrates a high level of competency*

#### SUPERIOR

- *Employee is making outstanding contributions on a continual basis*
- *Employee's achievements are clearly distinguishable from solid performers, and are highly valued by others*
- *Employee consistently performs at a high level of competency*